



# H1 2022 RESULTS AND OUTLOOK

JULY 28<sup>TH</sup>, 2022



**Benoit Bazin**

Chief Executive Officer



# H1 2022 HIGHLIGHTS



**MAKING  
THE WORLD  
A BETTER  
HOME**

# **THE WORLDWIDE LEADER IN LIGHT & SUSTAINABLE CONSTRUCTION**

**GROW&  
IMPACT** 2021-2025

# H1 2022 HIGHLIGHTS: RECORD RESULTS

Sales growth	<b>+15.1%</b> vs. H1 2021 (+15% like-for-like) €25,481m
Operating income	<b>+17.5%</b> vs. H1 2021 (+13% at constant exchange rates) €2,791m (record operating margin of <b>11.0%</b> )
Recurring net income	<b>+20.5%</b> vs. H1 2021 €1,814m
Free cash flow	<b>€1,686m</b> with a conversion ratio > 50%

**AN EXCELLENT PERFORMANCE**  
despite Covid-19 | inflation | supply chain challenges

GROW &  
IMPACT



# H1 2022 HIGHLIGHTS: OUR **GROW & IMPACT** ROLL-OUT IS BEARING FRUIT

Development of solutions leveraging the full breadth of Saint-Gobain offer in each country



Acquisitions and divestments enhancing growth and profitability profile, rotating €2.6bn sales since the beginning of 2022<sup>1</sup>



Leading role in carbon neutral construction offer



1. Deals closed or signed



# WE HAVE BUILT A POWERFUL BUSINESS MODEL

## AGILE

### Proven proactivity and resilience

*To successfully navigate through uncertainty*

## COUNTRY-BASED

### Decisions adapted to local specificities

*By empowered and accountable country CEOs*

## PERFORMANCE-DRIVEN

### Disciplined focus on execution

*With key performance indicators*

## CUSTOMER-CENTRIC

### Outperformance vs. peers

*Comprehensive innovative solutions and best-in-class service*

## STRONG PORTFOLIO

### Value creative & synergistic acquisitions

*Underperforming businesses have been divested*



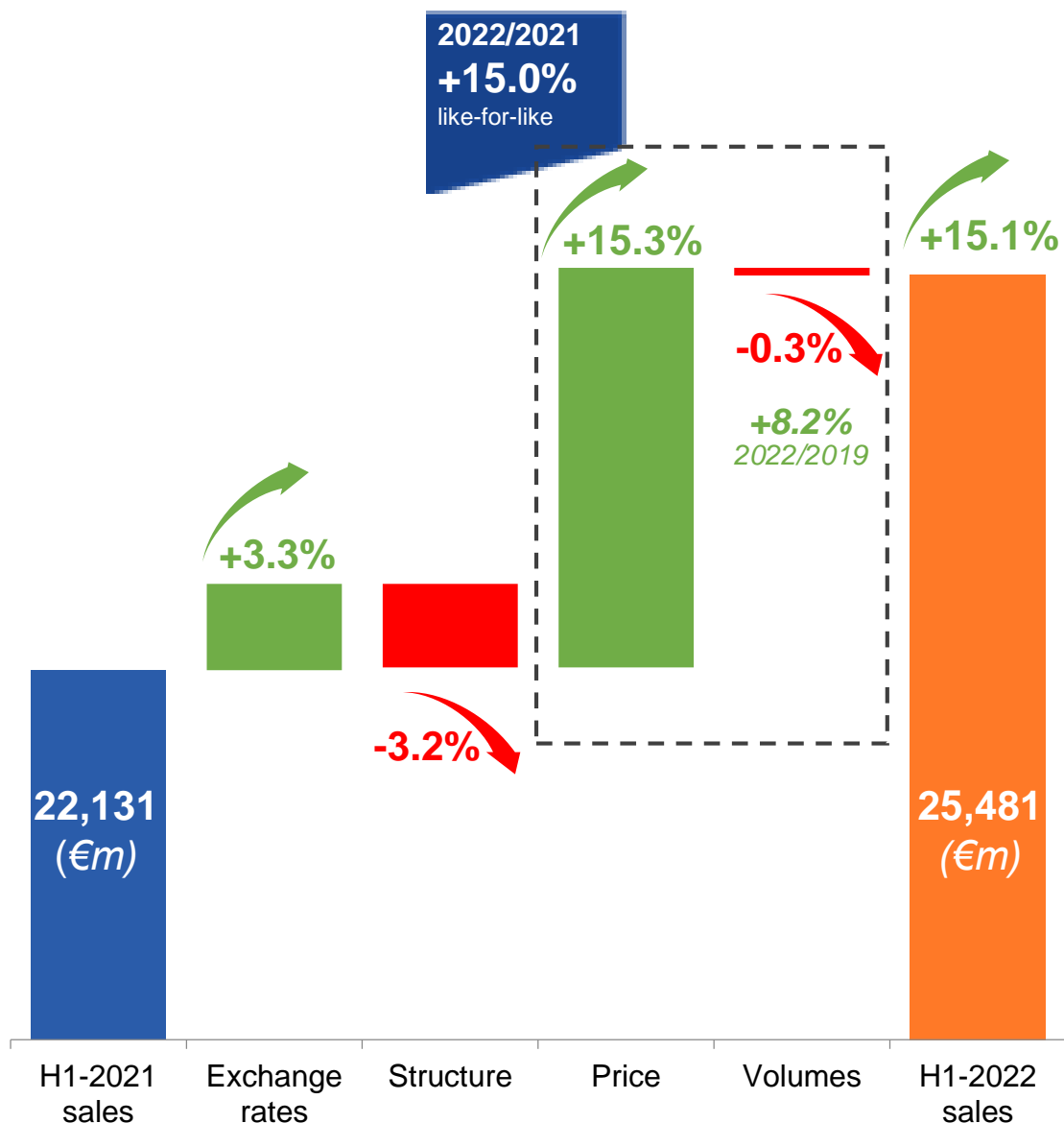
# H1 2022 RESULTS



## GROUP SEGMENTS



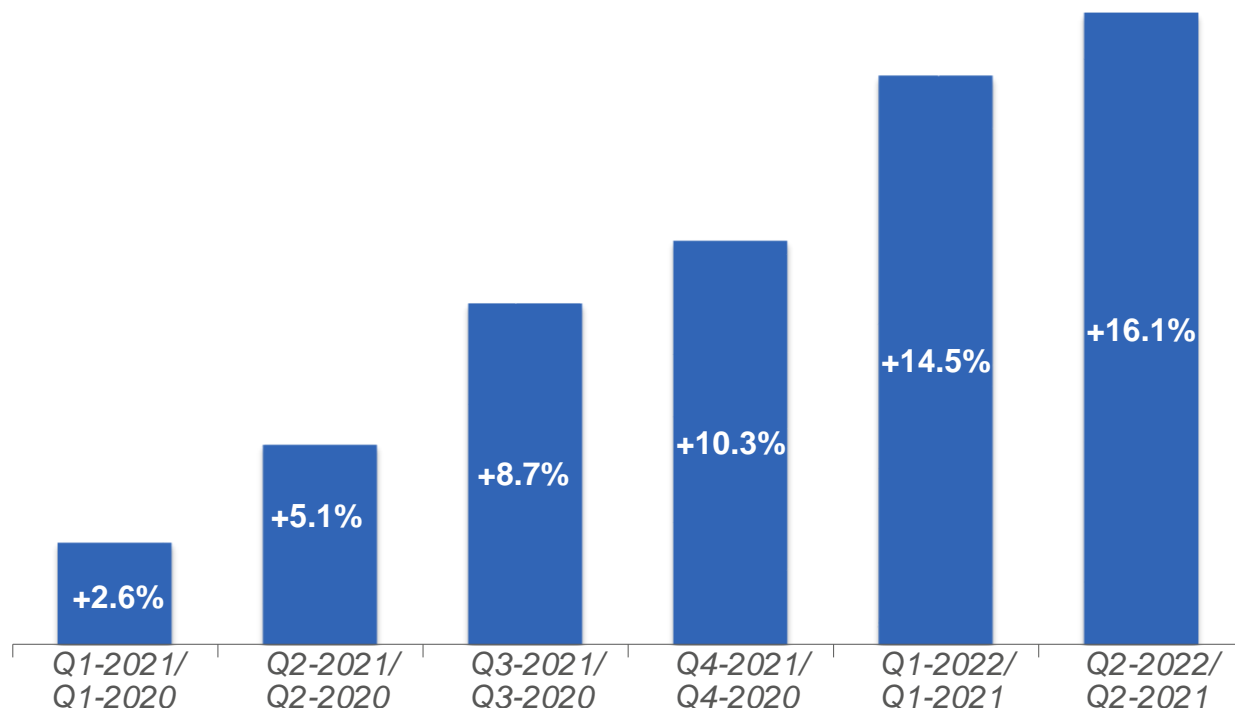
**Sreedhar N.**  
Chief Financial Officer



- **Exchange rates:** appreciation of the **US dollar, pound sterling, Brazilian real** and other **emerging country** currencies
- **Structure:** continued **optimization of Group profile** (divestments and acquisitions)
- **Volumes:** average annual volume growth of almost **3%** since H1 2019



# CONTINUING GOOD PRICING TRENDS AMID RISING INFLATION

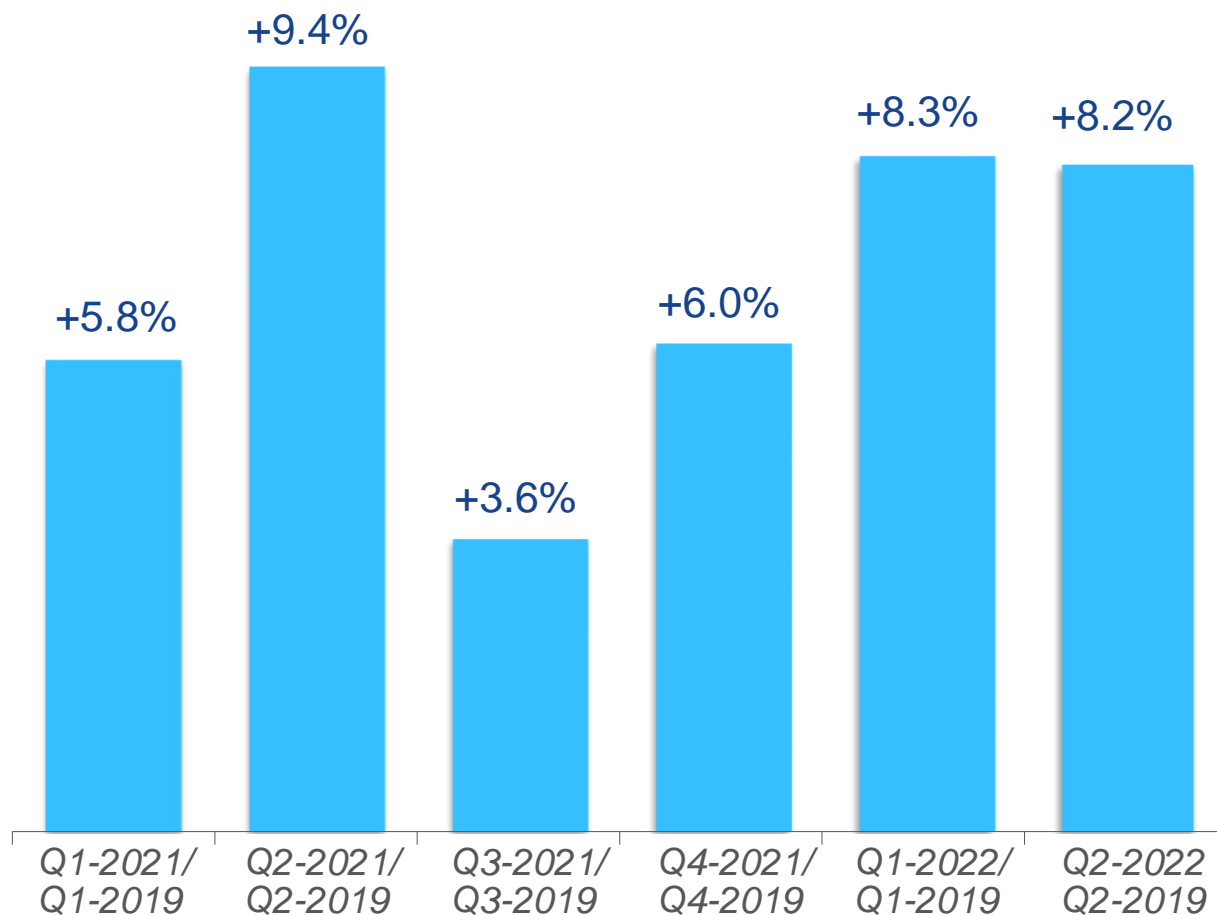


## ■ Strong price increases thanks to:

- Our differentiated solutions
  - Our high value-added services
  - Our enhanced proximity to customers supported by our new organization by country
- Enabling the Group to cover the estimated inflation in raw material and energy prices in 2022 of almost €3 billion

# GOOD VOLUME DYNAMIC OVER THE FIRST HALF

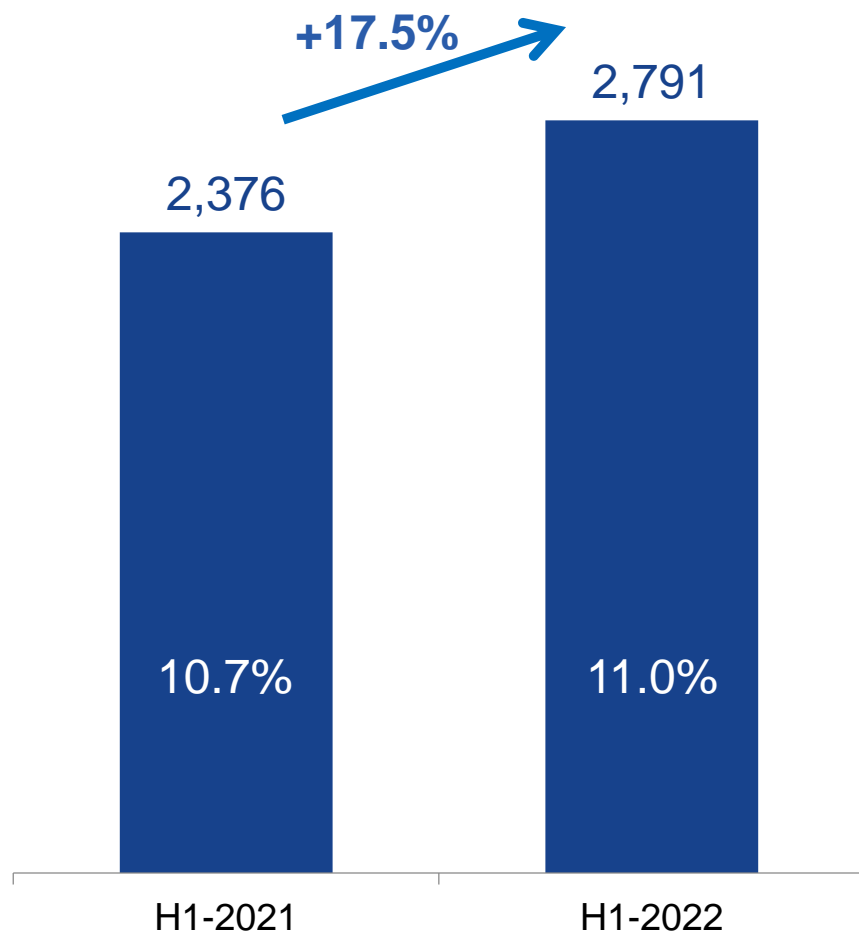
Quarterly volume effect vs 2019



- High comparison basis for Q2 2022 in light of 9.4% volume growth in Q2 2021
- Q2 2022: volume growth in line with Q1 2022 (compared to 2019)

# RECORD OPERATING INCOME AND RECORD MARGIN

(OPERATING INCOME IN €M AND AS A % OF SALES)



- Operating income up 17.5% as reported, up 13.0% at constant exchange rates
- Record margin, thanks to:
  - Good volumes
  - Positive price-cost spread >€250m
  - Optimization of Group profile with almost €10bn in sales acquired or divested since the start of the transformation
- A resilient Group in face of challenges: coronavirus, supply chain disruptions, strong inflation

# RECORD BUSINESS INCOME AND EBITDA

€m	H1-2021	H1-2022	H1-2022/ H1-2021
<b>Operating income</b>	<b>2,376</b>	<b>2,791</b>	<b>+17.5%</b>
Non-operating costs	(82)	(100)	
Capital gains (losses) and impacts resulting from changes in Group structure	(53)	(138)	
Asset write-downs and other	(97)	(60)	
<b>Business income</b>	<b>2,144</b>	<b>2,493</b>	<b>+16.3%</b>

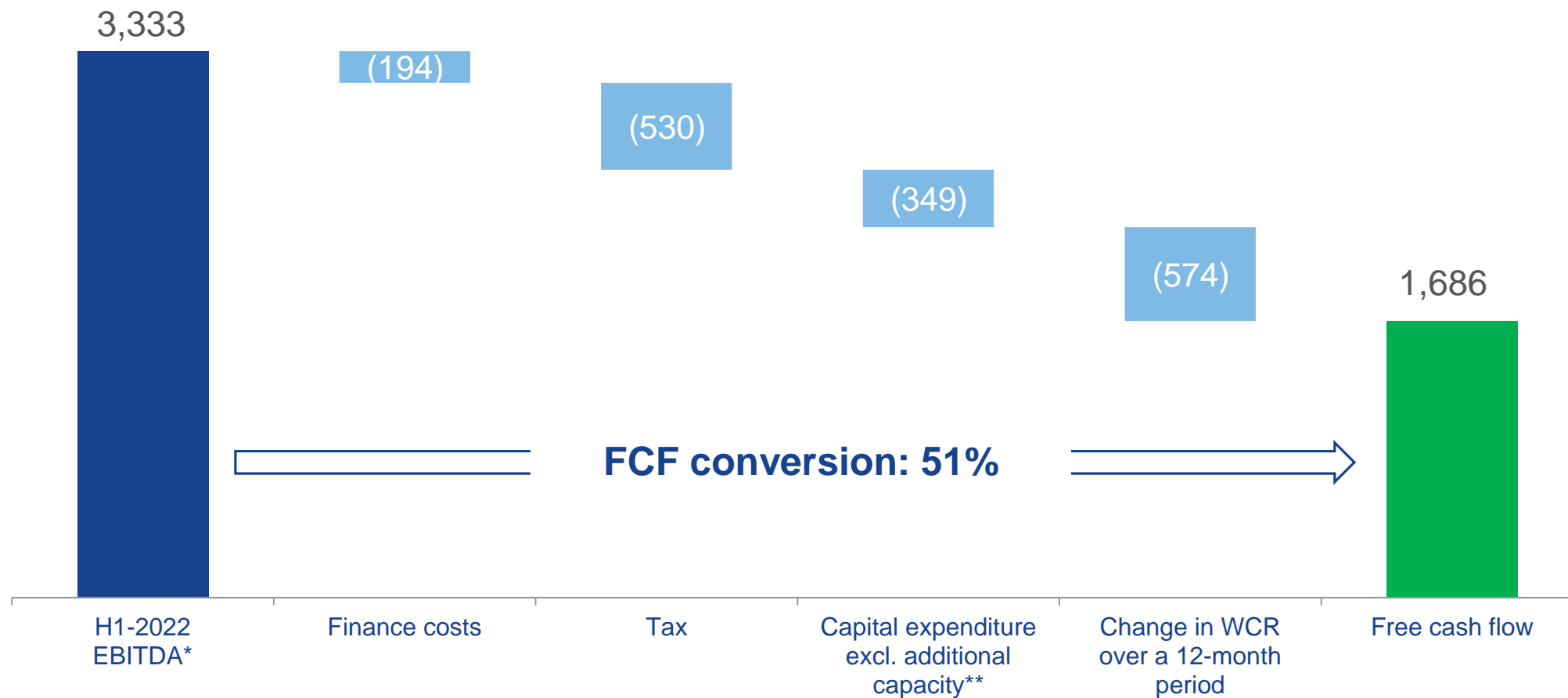
<b>Operating income</b>	<b>2,376</b>	<b>2,791</b>	<b>+17.5%</b>
Operating depreciation and amortization	954	992	
Non-operating costs	(82)	(100)	
<b>EBITDA</b>	<b>3,248</b>	<b>3,683</b>	<b>+13.4%</b>

€m	H1-2021	H1-2022	H1-2022/ H1-2021
<b>Business income</b>	<b>2,144</b>	<b>2,493</b>	<b>+16.3%</b>
<b>Net financial expense</b>	<b>(213)</b>	<b>(194)</b>	
<b>Income tax</b>	<b>(593)</b>	<b>(530)</b>	
<b>Net attributable income</b>	<b>1,298</b>	<b>1,724</b>	
<b>Recurring net income</b>	<b>1,506</b>	<b>1,814</b>	<b>+20.5%</b>
<b>Half-year recurring EPS (in €)</b>	<b>2.85</b>	<b>3.51</b>	<b>+23.2%</b>

**Continuation of share buyback program: €431m in H1 2022**

# STRONG FREE CASH FLOW GENERATION

(FREE CASH FLOW IN €M AND CONVERSION RATIO IN %)



\* EBITDA less depreciation of right-of-use assets: €3,683m - €350m = €3,333m (versus €2,915m in H1-2021)

\*\* Capital expenditure = €590m, including €241m in additional capacity investments linked to organic growth



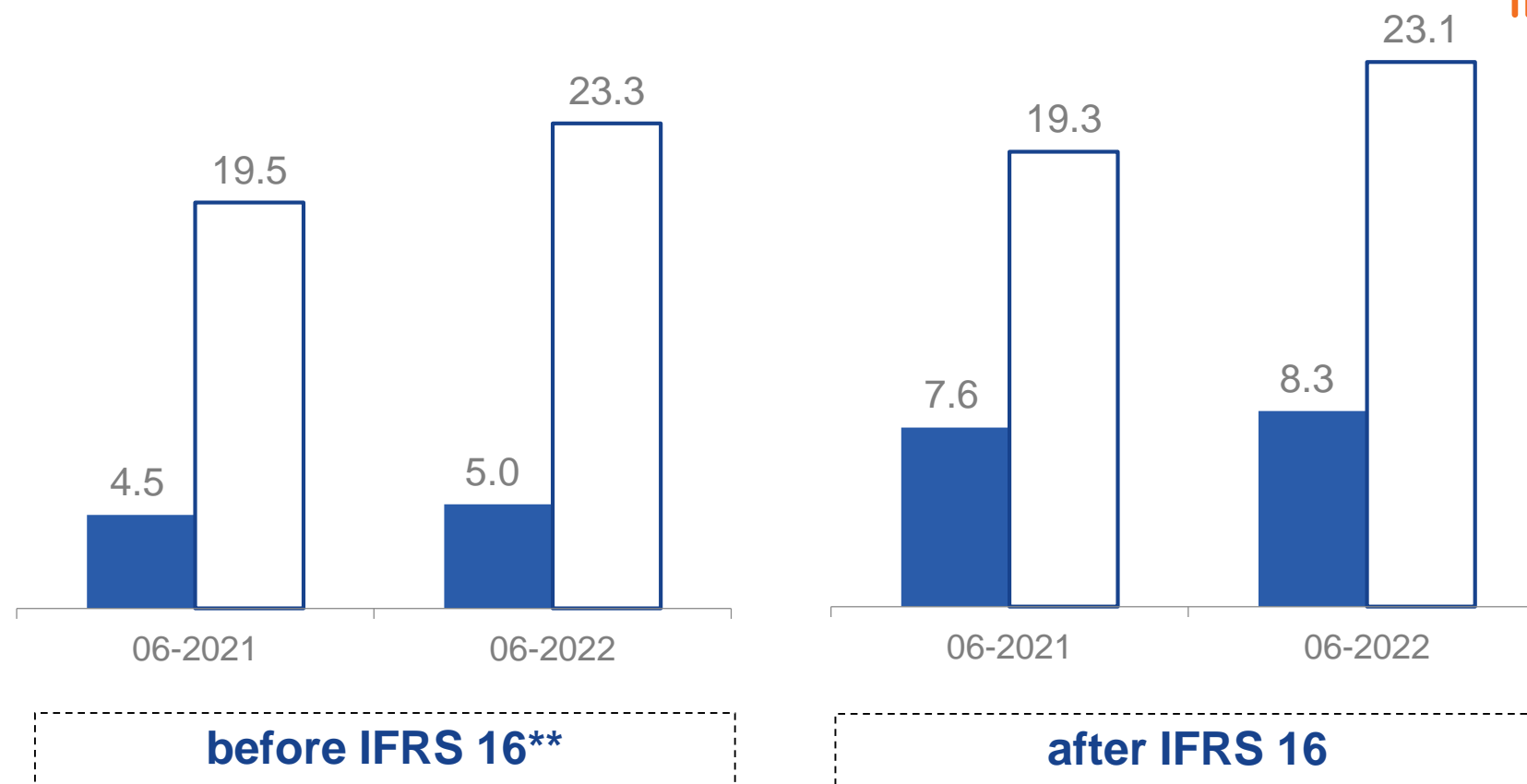
# NET DEBT

(€bn)

GROW & IMPACT

■ Net debt  
□ Shareholders' equity

Rating: BBB/Baa1



Net debt / Shareholders' equity	23%	22%		39%	36%
Net debt / EBITDA*	0.9	0.9		1.3	1.2

**Saint-Gobain's credit rating upgraded from Baa2 to Baa1 by Moody's**

\* EBITDA over a 12-month period

\*\* before IFRS 16: estimates



# H1 2022 RESULTS

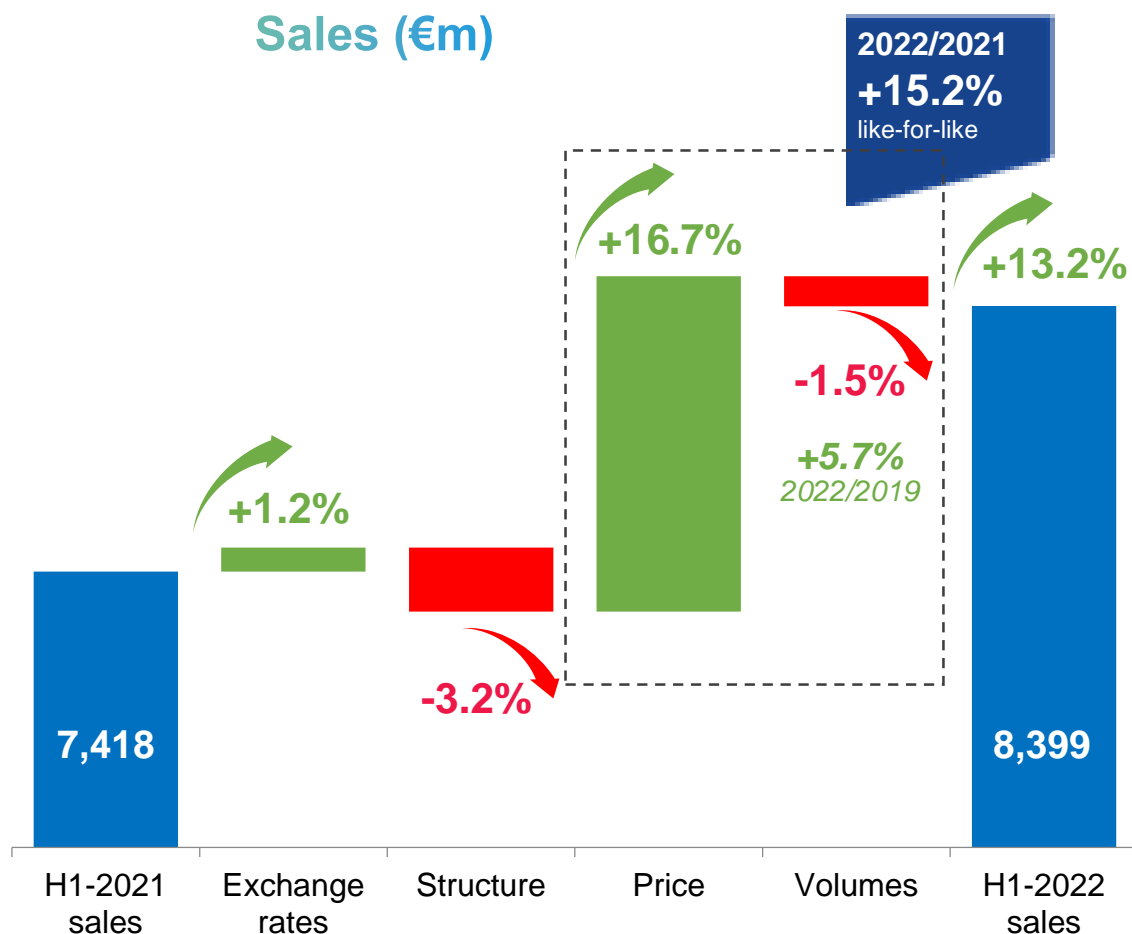


## GROUP SEGMENTS

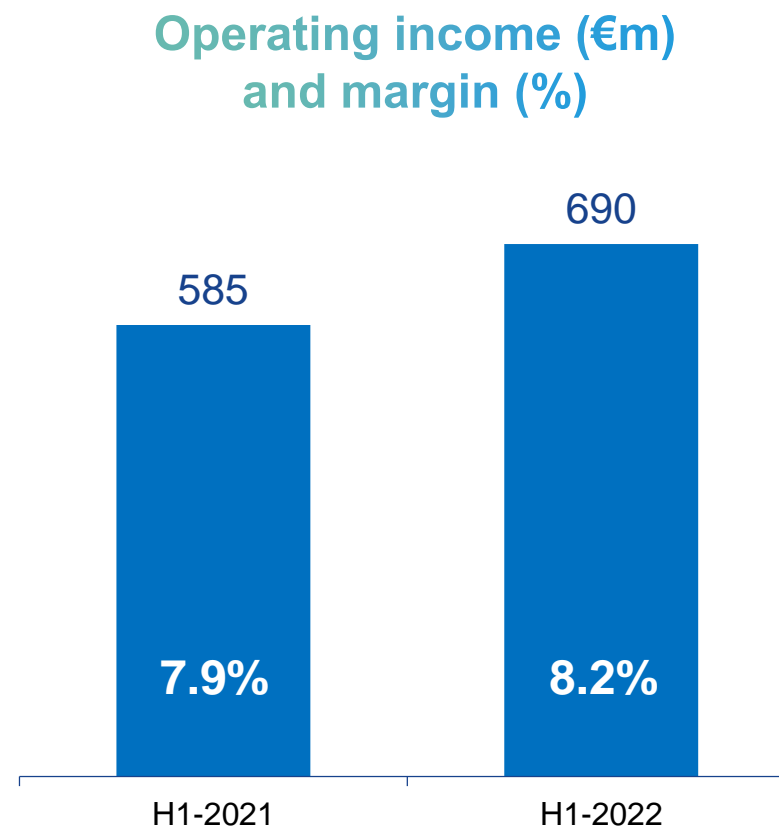


**Sreedhar N.**  
Chief Financial Officer

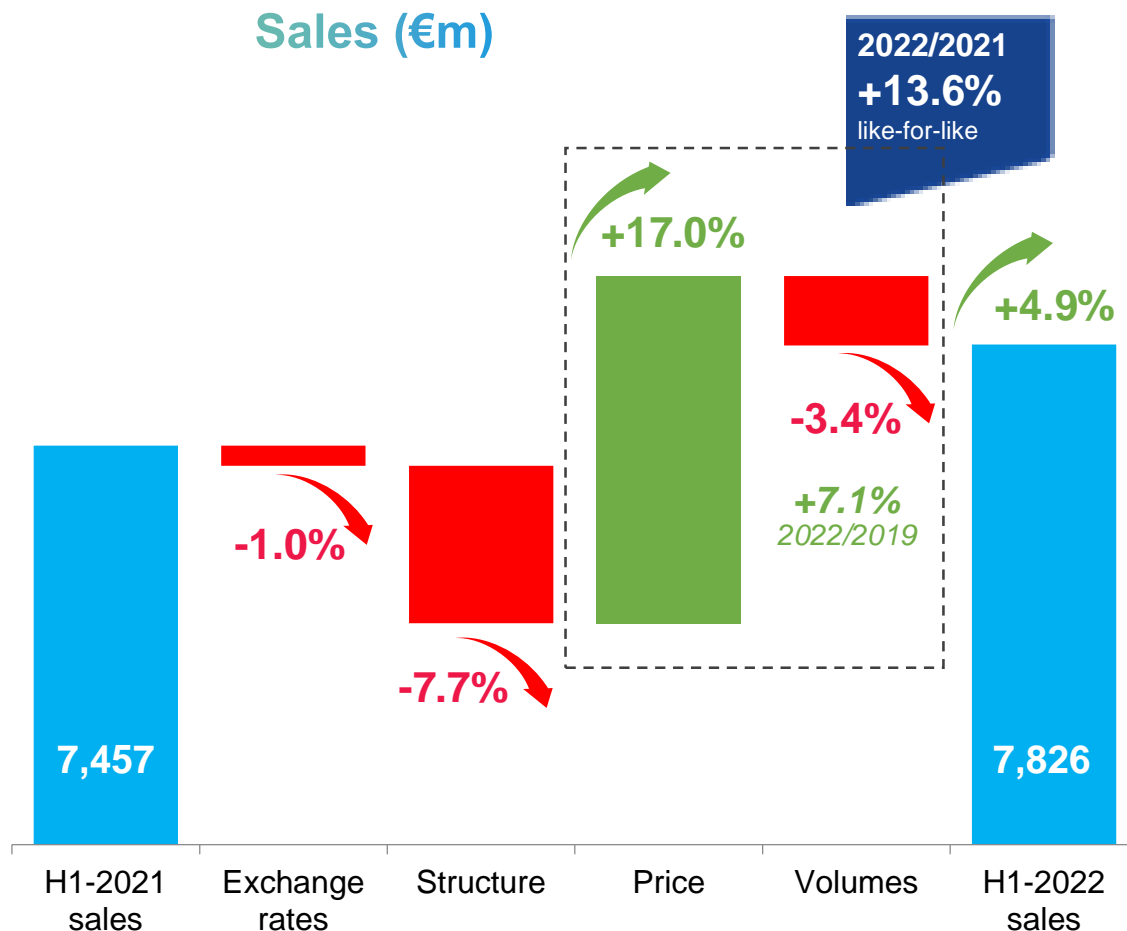
# NORTHERN EUROPE: STRONG SALES GROWTH DRIVEN BY RENOVATION AND RECORD MARGIN



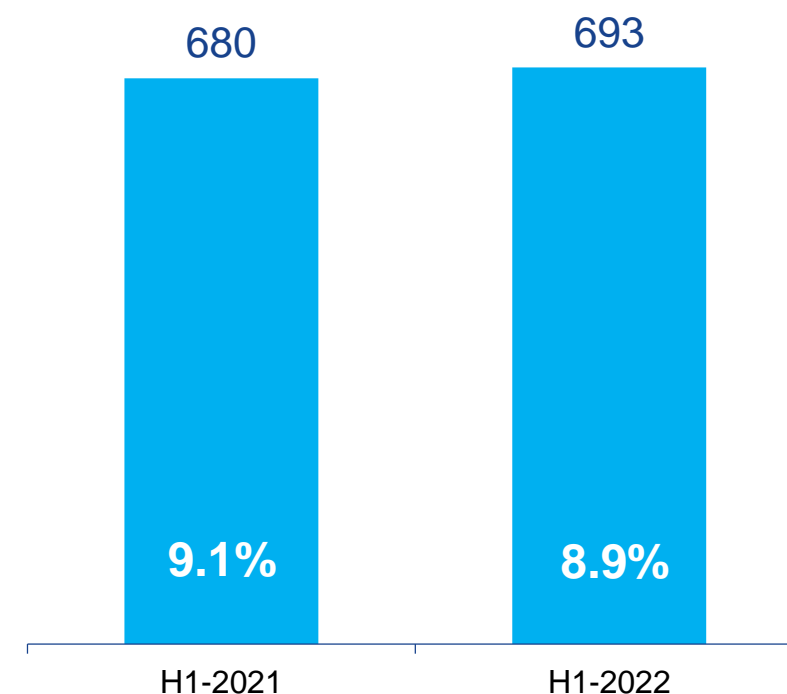
Change in sales on a like-for-like basis	Nordics	United Kingdom	Germany
	+13.1%	+12.6%	+17.4%



# SOUTHERN EUROPE - MIDDLE EAST & AFRICA: STRONG SALES MOMENTUM DRIVEN BY RENOVATION AND ROBUST MARGIN

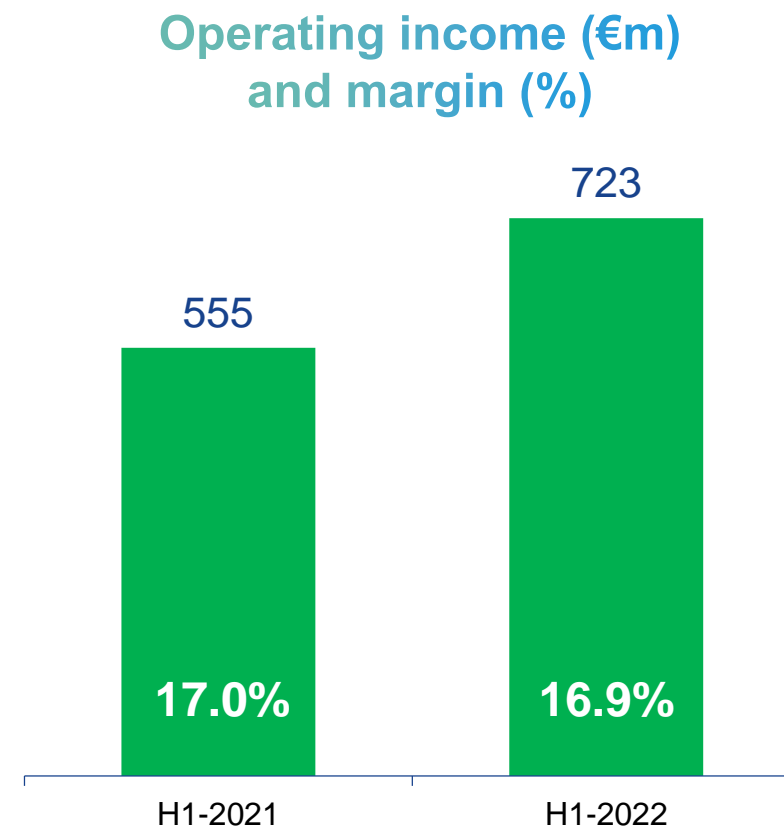
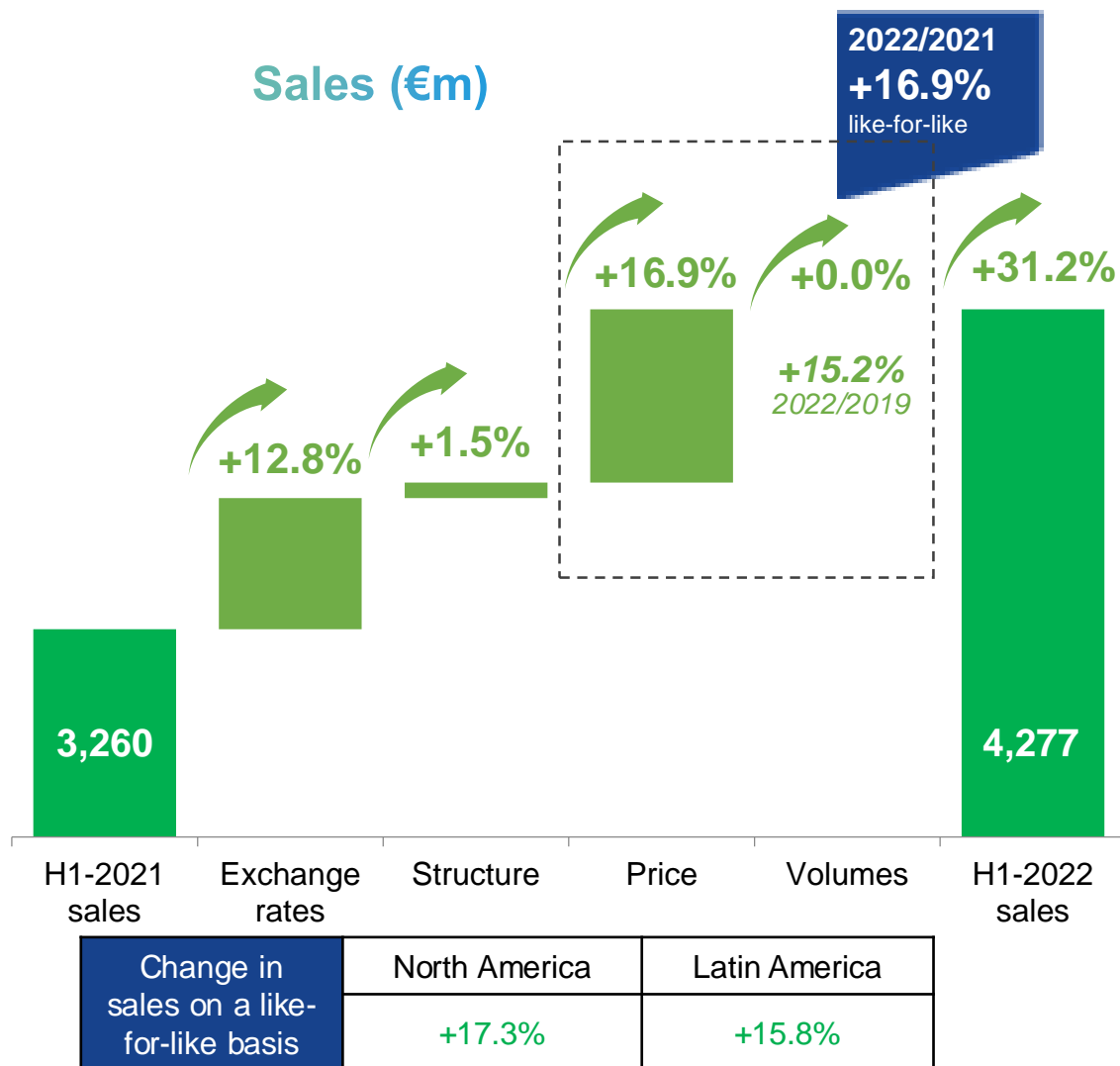


## Operating income (€m) and margin (%)

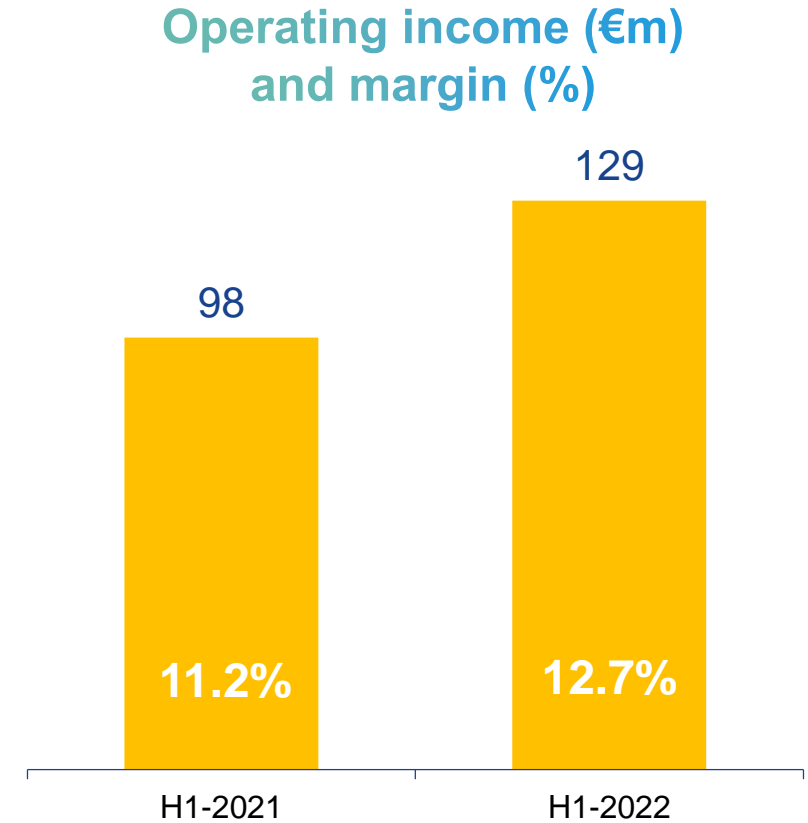
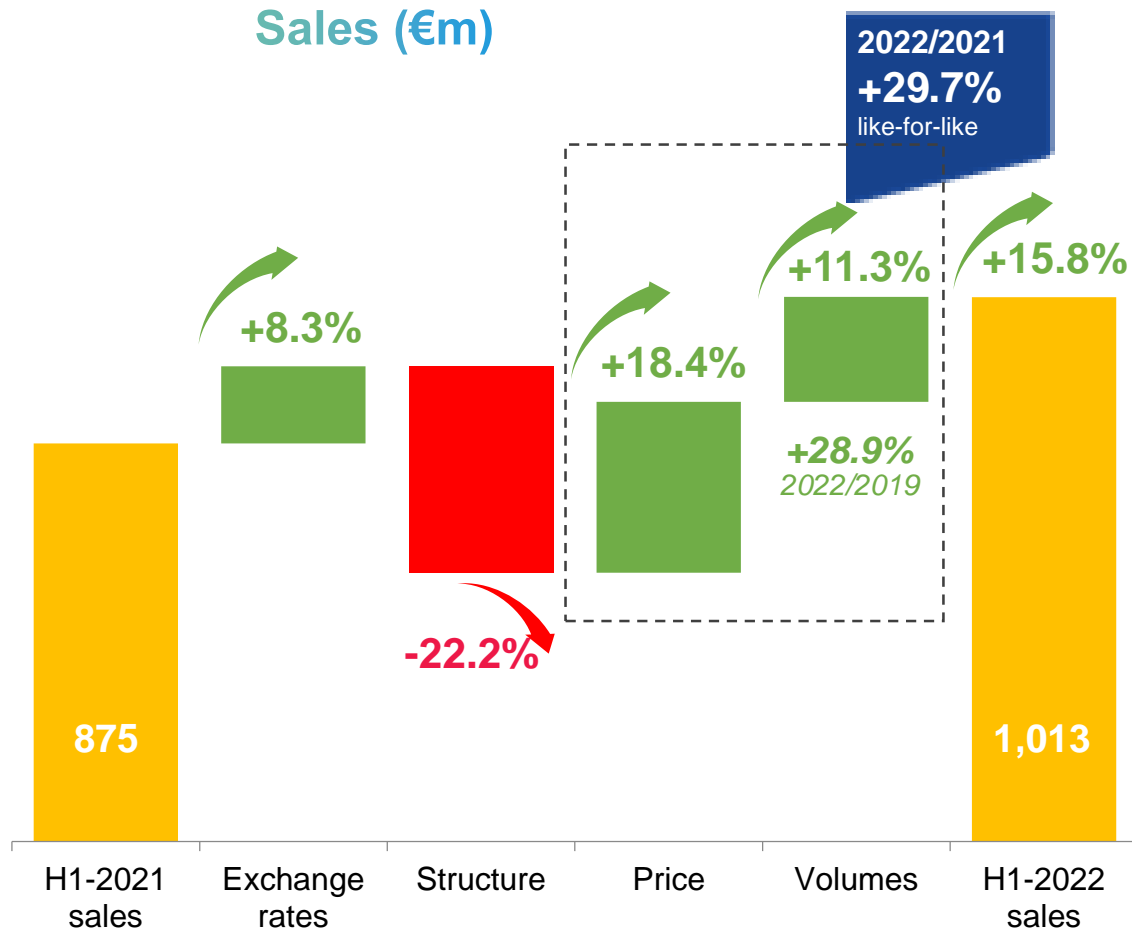


Change in sales on a like-for-like basis	France	Spain-Italy
	+10.1%	+25.0%

# AMERICAS: STRONG SALES GROWTH DRIVEN BY COMPREHENSIVE LIGHT CONSTRUCTION SOLUTIONS AND ROBUST MARGIN

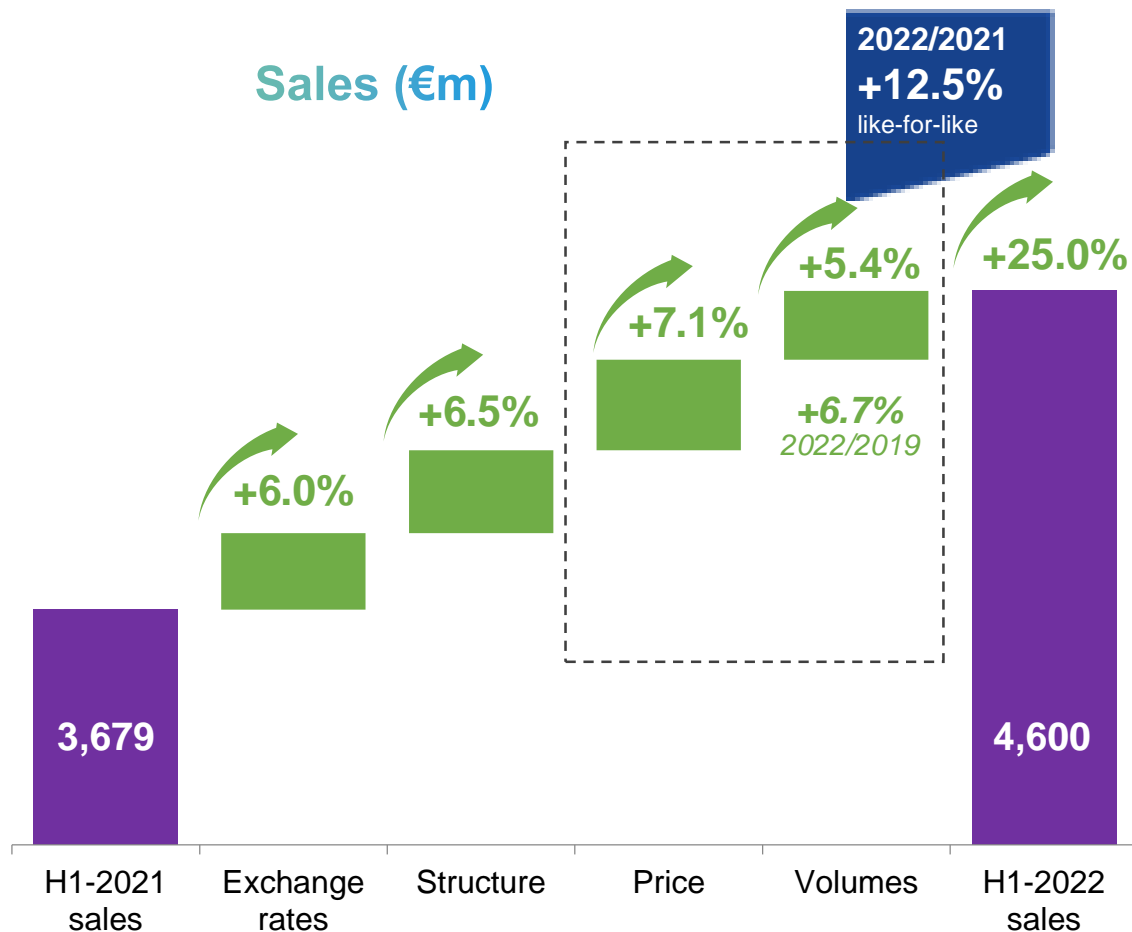


# ASIA-PACIFIC: STRONG SALES GROWTH AND ROBUST MARGIN



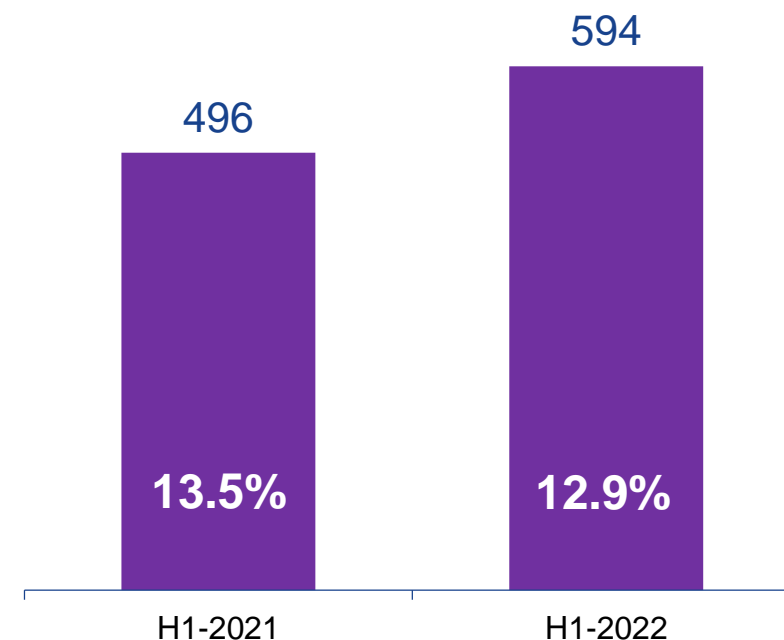


# HIGH PERFORMANCE SOLUTIONS: ACCELERATING SALES GROWTH AND SEQUENTIAL IMPROVEMENT IN MARGIN TO A GOOD LEVEL\*



Change in sales on a like-for-like basis	Construction	Mobility	Industry
	+21.2%	+5.7%	+16.0%

## Operating income (€m) and margin (%)



\* Operating margin in H2-2021 = 11.4%



# PERSPECTIVES AND OPERATIONAL PRIORITIES



**Benoit Bazin**  
Chief Executive Officer

# WE ARE ACTIVELY MONITORING CHANGING MARKET EVOLUTIONS

We are closely watching  
the situation in each country

○ High inflation

○ Rising interest rates

○ **Energy supply**  
(especially European natural gas due to war in Ukraine)

Saint-Gobain strategic positioning  
and operational readiness

○ A large part of Saint-Gobain  
markets are resilient

○ We are **better positioned than ever** to  
face more challenging conditions

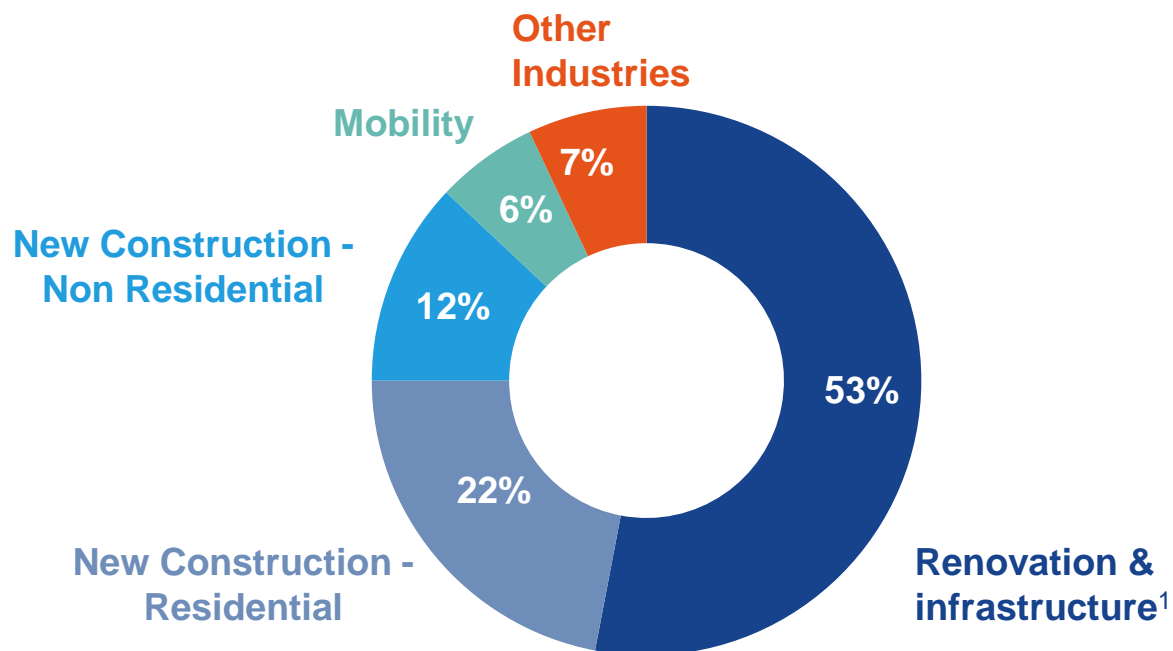
# SAINT-GOBAIN STRATEGIC POSITIONING AND OPERATIONAL READINESS



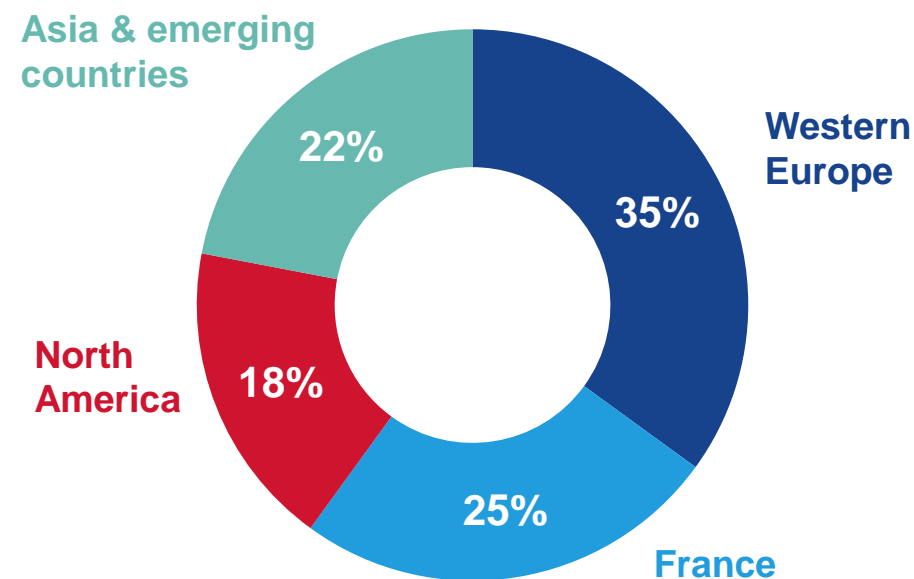
A large part of Saint-Gobain markets are resilient

We are **better positioned than ever** to face more challenging conditions

# SAINT-GOBAIN HAS BALANCED EXPOSURE ACROSS RESILIENT SEGMENTS AND GEOGRAPHIES



Saint-Gobain breakdown of turnover by market<sup>2</sup>



Saint-Gobain breakdown of turnover by geography<sup>2</sup>

1. Of which Renovation ~50%  
2. Pro forma to include Kaycan and GCP acquisitions

# STRONG MEGATRENDS ARE DRIVING THE GROUP KEY MARKETS

**40%**

of global CO<sub>2</sub> emissions  
linked to construction

**x3**

increase in resource consumption  
in the last 50 years

**+2bn**

urban population in emerging markets  
in the next 30 years



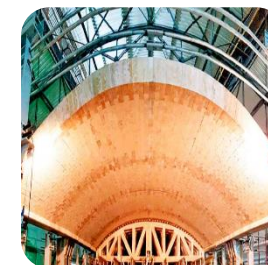
**Energy-efficient  
renovation**



**Light  
construction**



**Industry & Construction  
decarbonization**





# ENERGY-EFFICIENT RENOVATION IS MORE RELEVANT THAN EVER

## Powerful drivers are aligned

Commitment to  
reach carbon  
neutrality

Energy  
independence

Protection of  
household  
purchasing power



## EU Regulations

### Energy Performance of Buildings Directive

- Introduction of minimum required standards of energy efficiency in buildings
- ~55%<sup>1</sup> of buildings in EU are estimated to be energy grade E, F, or G

### REPowerEU

- Additional **€56bn** funding until 2027 for energy efficiency

## Country initiatives

### Acceleration of energy savings stimulus plans



**MaPrimeRénov'**: renewed commitment by government aiming for **700k renovations** per year



**Validation of the €3.5bn Polish recovery plan** for energy efficiency, aiming for **250k renovations** per year



**Extension and higher amount dedicated to “superbonus”**



**Launching Energy Savings Certificates** in addition to the €7bn “Green deal” for renovation



**New energy saving plan for buildings** in July 2022



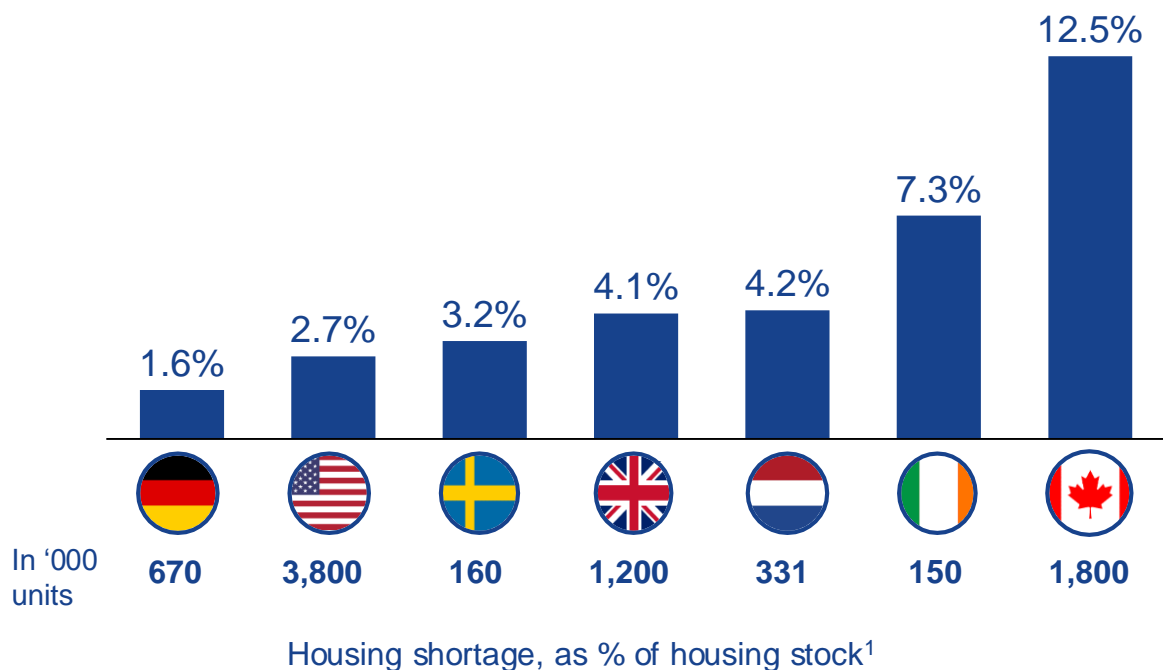
**€500m** for 2022-2024 for home insulation  
+ **mandatory D level** for house rentals by 2030

**~50% of Group sales in renovation**

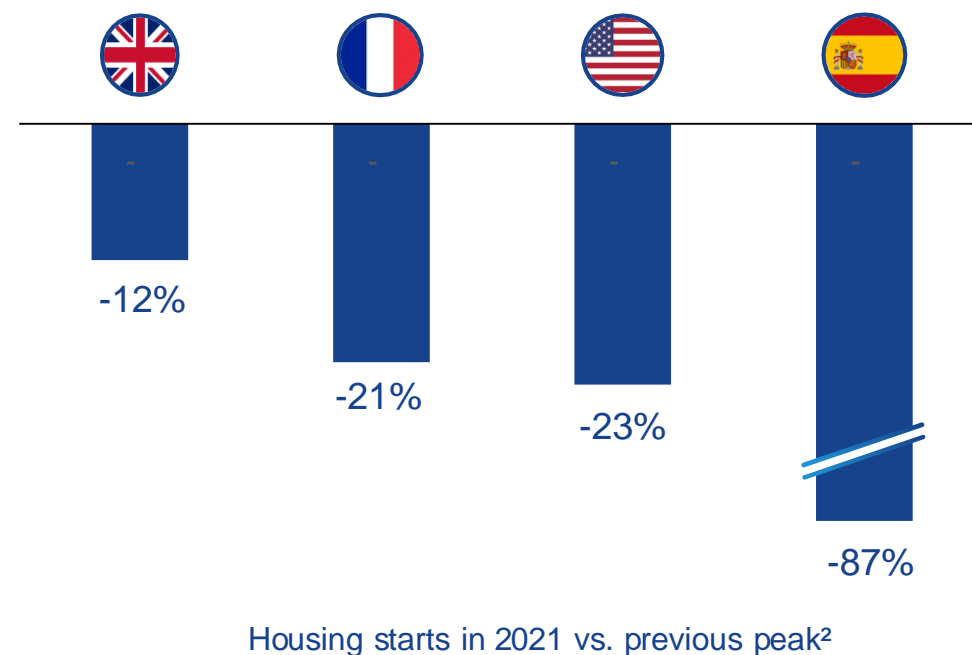
1. European commission: impact assessment report accompanying the energy performance of building directive – analysis on residential buildings

# STILL LARGE UNMET DEMAND IN CONSTRUCTION MARKETS

## Housing shortage



## Housing starts much lower than peak



1. Estimate for 2020 by Freddie Mac & Housing Europe, Scotiabank 2021

2. UK: vs. 2006 | France: vs. 2006 | USA: vs. 2005 | Spain: vs. 2006 – sources: Euroconstruct | French Ministry of ecological transition and territorial cohesion | Oxford Economics

# LIGHT CONSTRUCTION IS GROWING FASTER THAN TRADITIONAL CONSTRUCTION

## Strong rationale

**Construction decarbonization, resource intensity reduction**

-50% raw material usage

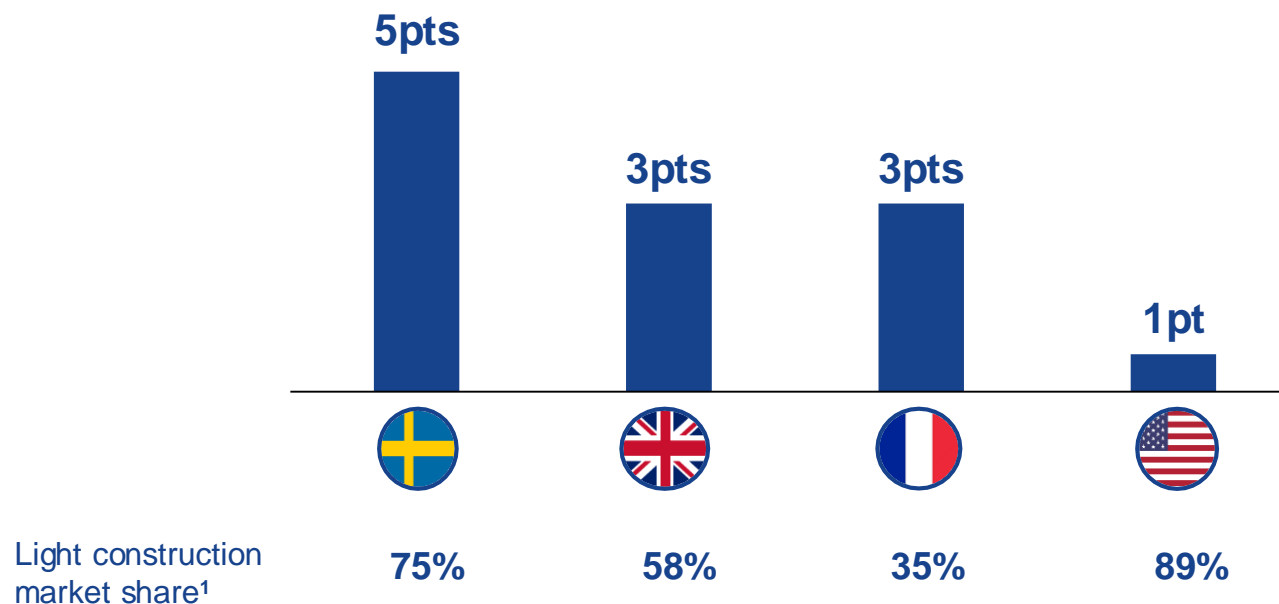
**Time & productivity gains**

Up to 20% time saved on site

**Well-being benefits for all**

Thermal, acoustic, visual comfort

Light construction is growing faster than traditional construction by 1 to 5 points

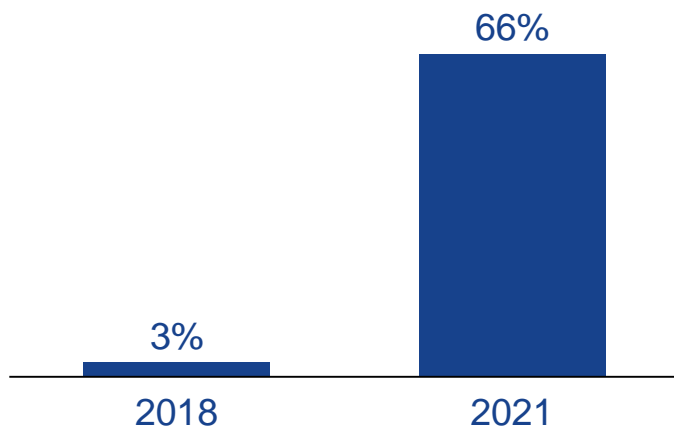


**~40% of Group sales in light construction**

1. Ducker Research and Consulting market study – May 2022

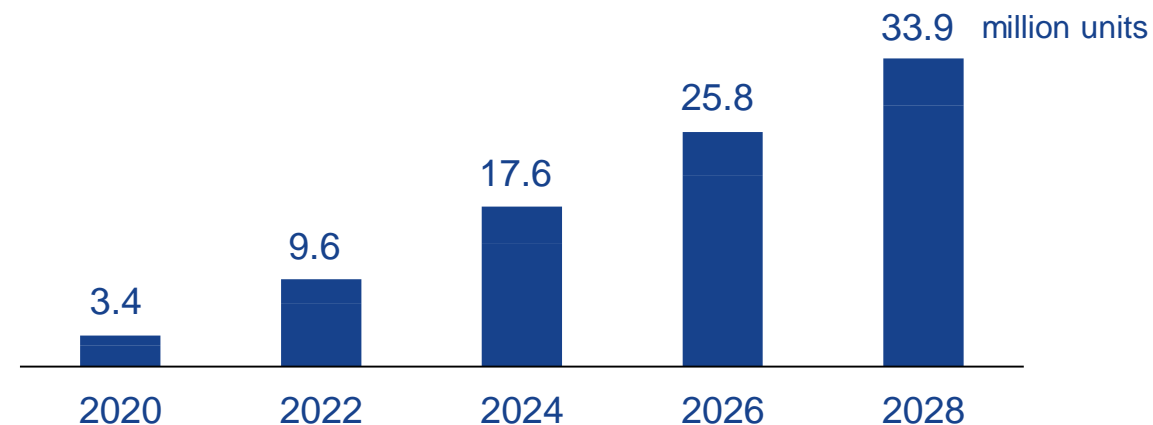
# SUSTAINABILITY CALLS FOR ACCELERATED INNOVATION ACROSS GLOBAL MARKETS

More & more industries are committing  
to Net Zero Carbon by 2050



Share of the world's biggest listed companies<sup>1</sup>  
that have set net-zero commitments by 2050

Batteries and EV<sup>2</sup> market will further  
accelerate growth within HPS<sup>3</sup>



Production of EVs<sup>2</sup>

Towards 25% of Mobility sales on EV segment

1. As defined by ClimateAction 100+, as of September 2021

2. Electric Vehicle, defined as BEV (Battery Electric Vehicle) & PHEV (Plug-in Hybrid Electric Vehicle), latest IHS forecast for 2022-2028

3. High Performance Solutions



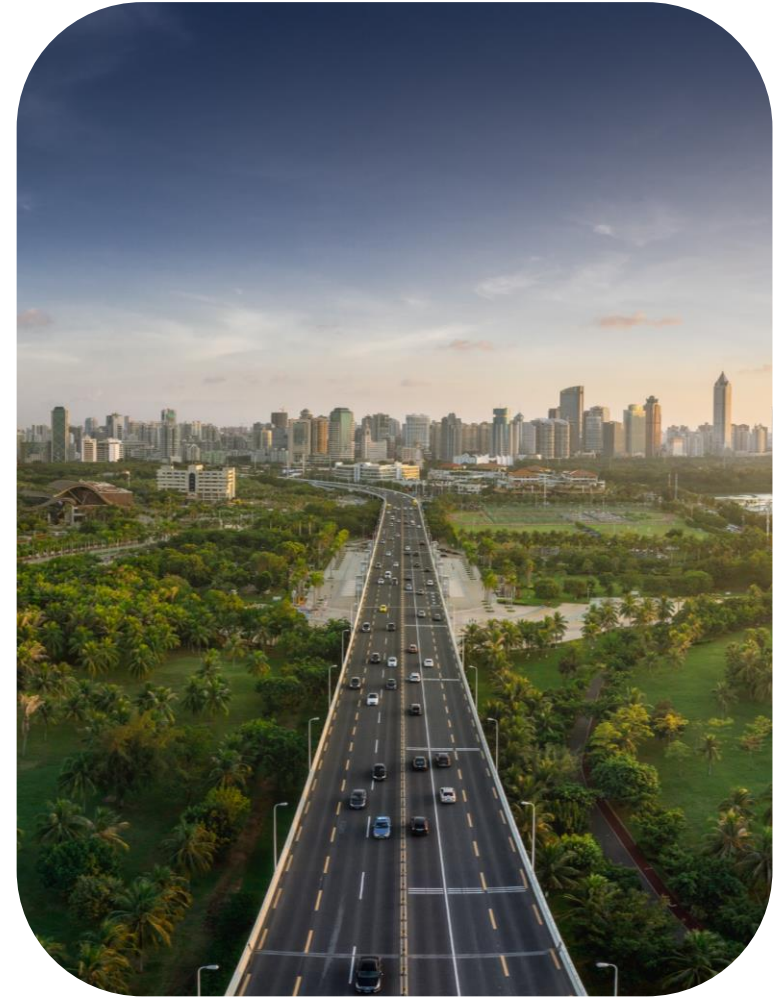
A large part of Saint-Gobain markets are resilient



We are **better positioned than ever** to face more challenging conditions

# OUR BUSINESS MODEL IS POWERFUL AND RESILIENT

- ✓ With our local, active organization and empowered country CEOs
- ✓ With our stronger profile following the divestments of underperforming businesses and value-creative acquisitions
- ✓ With identified action plans ready





# OUR LOCAL ORGANIZATION IS EMPOWERED FOR FAST EXECUTION

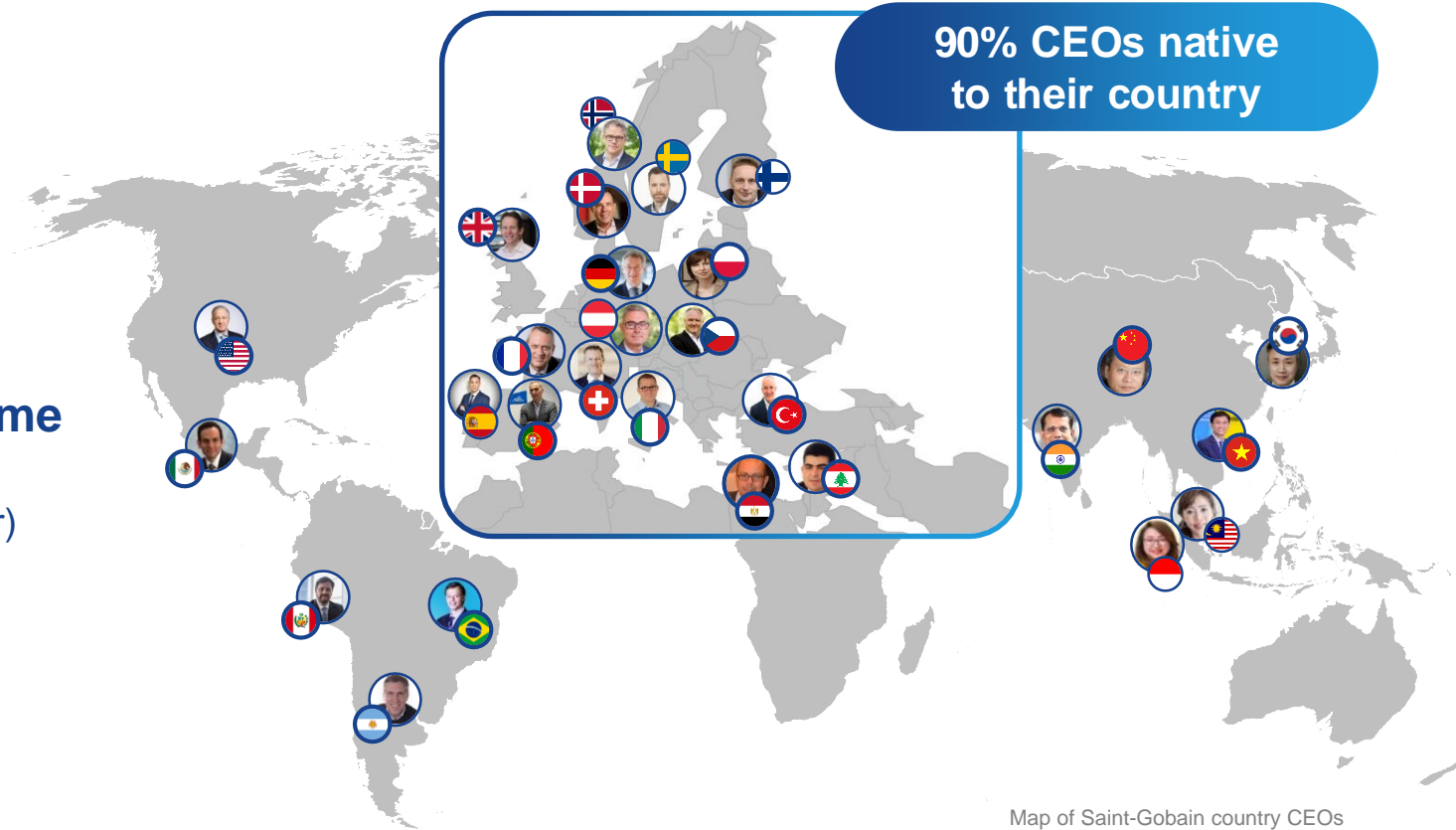
## Lean organization enabling fast decisions

(pricing and supply chain)

## Strong customer intimacy with real time market information

(support their local challenges, design adapted offer)

## Accountability through aligned incentives



**Proven organization delivering strong results despite  
Covid-19 | inflation | supply chain challenges**

# WE OUTPERFORM BY OFFERING COMPREHENSIVE SOLUTIONS

Leveraging total Saint-Gobain solutions in North America



Plasterboard



Joints



Roofing



Siding

→ Broadest product offering

x2 sales in retail since 2019

Bringing the full Saint-Gobain offer to end customers



CONCEPTS | CUSTOM DESIGN | INSTALLATION



LIVING ROOM



BATHROOM



BEDROOM



KITCHEN

→ End-to-end service for end customers, from showrooms to installation of Saint-Gobain solutions

>+60%<sup>1</sup> sales growth

Combining materials for innovative advanced systems



→ Glass-mat reinforced high performance board for exterior applications

>+20%<sup>2</sup> sales growth

1. Sales growth of India regional business in H1 2022 vs. H1 2021 like-for-like  
2. Sales growth of Construction Industry in H1 2022 vs. H1 2021 like-for-like

# WE ARE A MORE RESILIENT GROUP, HAVING ROTATED CLOSE TO 25% OF GROUP SALES

## VALUE-CREATIVE ACQUISITIONS

Sales acquired since T&G<sup>1</sup> EBITDA / sales

~€3.5bn

~20%

of which ~€2.4bn LTM<sup>2</sup>



## UNDERPERFORMING ASSETS SOLD

Sales divested since T&G<sup>1</sup> EBITDA / sales

~€6.2bn

<5%

of which ~€1.9bn LTM<sup>2</sup>



1. Deals closed or signed since the launch of Transform & Grow (end of 2018)

2. LTM: Last Twelve Months

3. Transaction completion expected on July 29<sup>th</sup>, 2022

4. Transaction completion expected before year-end

## Strong growth and profitability ahead of plan

**+24%** sales  
vs. H1 2021 like-for-like

**>€50m** EBITDA



## Leveraging Saint-Gobain worldwide footprint to deploy Chryso technology

✓ **Cross-selling achieved with**   
Ready-mix concrete rolled-out for **95% of sites**



✓ **Self-levelling screed offer with**   
Deploying in       



✓ **New geographies**  
 **1 acquisition signed**  
in collaboration with Saint-Gobain Brazil

**MATCHEM**

✓ **CAPEX avoidance**  
 **New production line**  
on insulation site in Hyderabad



# WE ARE ACTIVELY PREPARING OUR UPCOMING INTEGRATIONS



## ✓ Antitrust review is progressing well

- ✓ All necessary clearance obtained (except UK merger review in phase 1)
- ✓ Closing expected before year-end

## ✓ Integration<sup>1</sup> planning is well under way

- ✓ Active integration workstreams at corporate and regional levels covering all major topics
- ✓ Town halls and site visits held in all regions
- ✓ Synergies & improvement plans ready

1. Integration preparation only, under legal review and supervision

# KAYCAN

Transaction completion expected on July 29<sup>th</sup>, 2022

Confirmed EBITDA multiple of ~8x post synergies and US distribution disposal, which is progressing well



# ALL OUR COUNTRY CEOs HAVE ACTION PLANS READY

## Hear from some of our CEOs

**Continue to focus on price-cost spread while retaining or gaining market share**

**Be ready to adjust costs**

Adjust productivity, optimize production footprint and number of shifts, re-evaluate open positions and discretionary costs

**Prepare back-up plans for energy**



**Thierry Fournier**  
(CEO France)



**Joanna Czynsz-Piechowiak**  
(CEO Poland)



**Raimund Heini**  
(CEO Germany)



**Mark Rayfield**  
(CEO USA)

## ACROSS ALL PLANTS

- Priority industry qualification, especially in glass and insulation
- Increasing flexibility in our plants

### GLASS

13 floats, most of which are or will be very soon able to run without Russian gas

- 4 are ready to run on alternative energy sources (heavy fuel or diesel)
- 4 will have the flexibility by year-end
- 5 have an extremely limited exposure to Russian gas

### INSULATION

- Half of plants are equipped with electrical furnaces
- Additional investments ongoing to diversify energy mix and maintain production

### GYPSUM

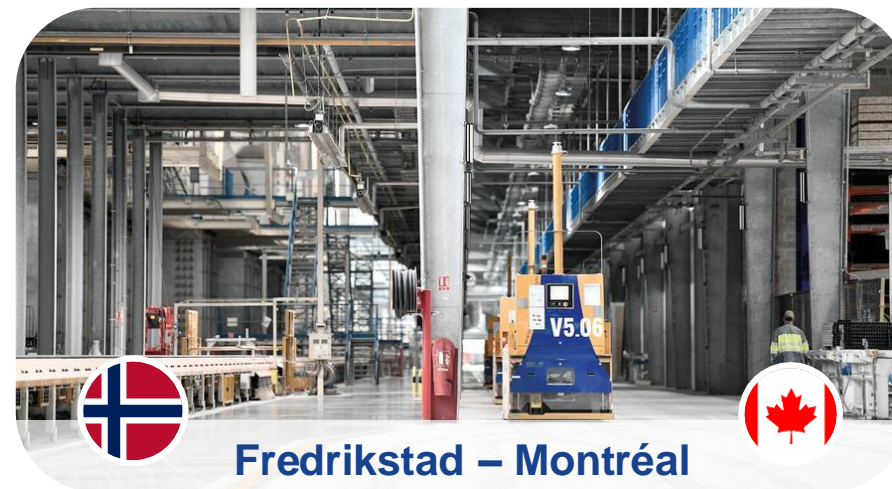
- Plasterboard plants are very flexible assets
- Some plants already able to run on LNG<sup>1</sup> and investments ongoing to convert certain processes to diesel or LNG<sup>1</sup>

1. LNG: Liquefied Natural Gas

# WE ARE ACCELERATING OUR ENERGY TRANSITION



World-first zero carbon  
production of glass with  
**100%** green energy &  
recycled glass



World-first zero carbon plants for  
plasterboard production  
in 2023 and 2024

ON TRACK TO MEET OUR

2050  
NET ZERO CARBON

AMBITION





*Environmix Ultra Low Carbon admixture*



**Low carbon concrete**



1<sup>st</sup> utilization of 0% clinker decarbonized clay concrete on a construction site



Highly insulated lightweight facades with 2X less CO<sub>2</sub> and water consumption<sup>1</sup>

1. vs. traditional wall facade with similar performances

# WE ARE WELL POSITIONED TO OUTPERFORM



**Positioning on strong  
underlying markets**



**Full solutions offering**



**Powerful organization &  
culture, truly multi-national**



# OUTLOOK

- **Europe:** supportive renovation market requiring comprehensive solutions within each country, especially for energy efficiency
- **Americas:** upbeat market trends, particularly in residential construction in North America; less dynamic environment in Brazil
- **Asia-Pacific:** market growth with continued very good momentum in India and a recovery in South-East Asia; short-term uncertainties in China owing to coronavirus-related restrictions
- **High Performance Solutions:** market growth with supportive long-term trends in terms of sustainable construction and a demand for innovation and new materials for industry decarbonization and green mobility, despite the low level of the automotive market in Europe

**In this context, Saint-Gobain confirms that it is targeting a further increase in operating income in 2022 compared to 2021 at constant exchange rates**



*This presentation contains forward-looking statements with respect to Saint-Gobain's financial condition, results, business, strategy, plans and outlook. Forward-looking statements are generally identified by the use of the words "expect", "anticipate", "believe", "intend", "estimate", "plan" and similar expressions. Although Saint-Gobain believes that the expectations reflected in such forward-looking statements are based on reasonable assumptions as at the time of publishing this document, investors are cautioned that these statements are not guarantees of its future performance. Actual results may differ materially from the forward-looking statements as a result of a number of known and unknown risks, uncertainties and other factors, many of which are difficult to predict and are generally beyond the control of Saint-Gobain, including but not limited to the risks described in Saint-Gobain's registration document available on its website ([www.saint-gobain.com](http://www.saint-gobain.com)) and the main risks and uncertainties presented in the half-year 2022 financial report. Accordingly, readers of this document are cautioned against relying on these forward-looking statements. These forward-looking statements are made as of the date of this document. Saint-Gobain disclaims any intention or obligation to complete, update or revise these forward-looking statements, whether as a result of new information, future events or otherwise, except as required by applicable laws and regulations. This presentation does not constitute any offer to purchase or exchange, nor any solicitation of an offer to sell or exchange securities of Saint-Gobain. No representation or warranty, express or implied, is made by Saint-Gobain or its managers, corporate officers, employees, contractors, representatives or advisors as to the accuracy or completeness of the information or opinions contained in this presentation.*



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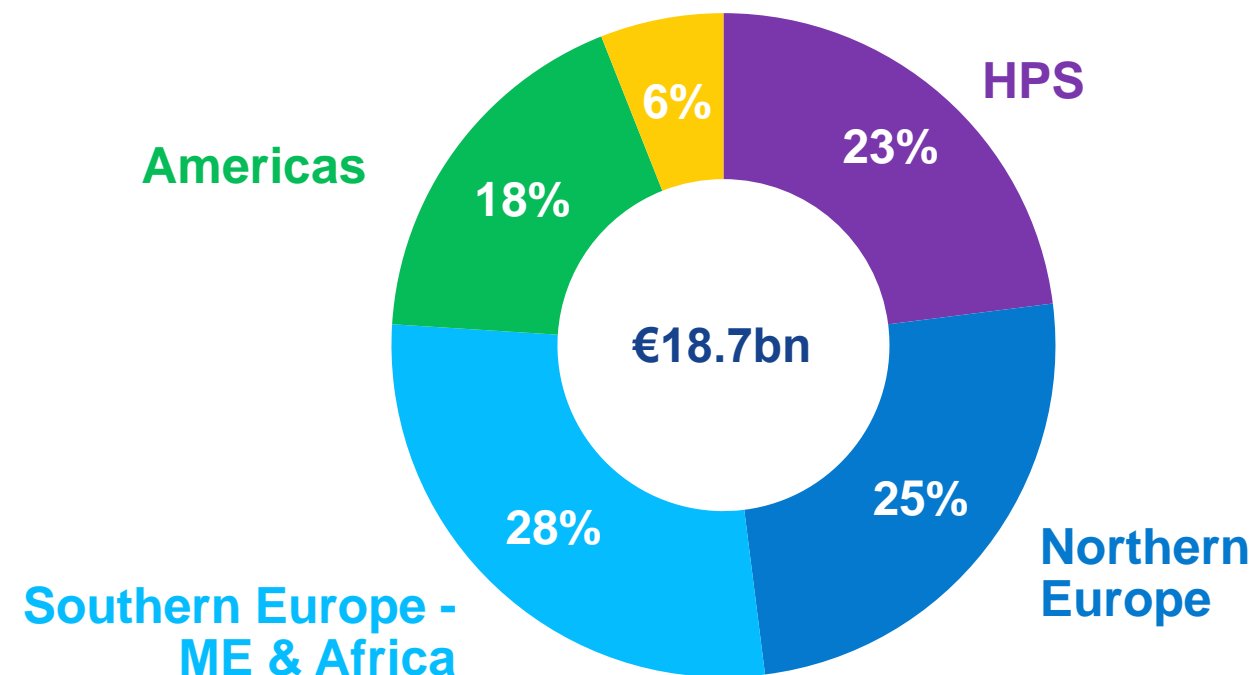
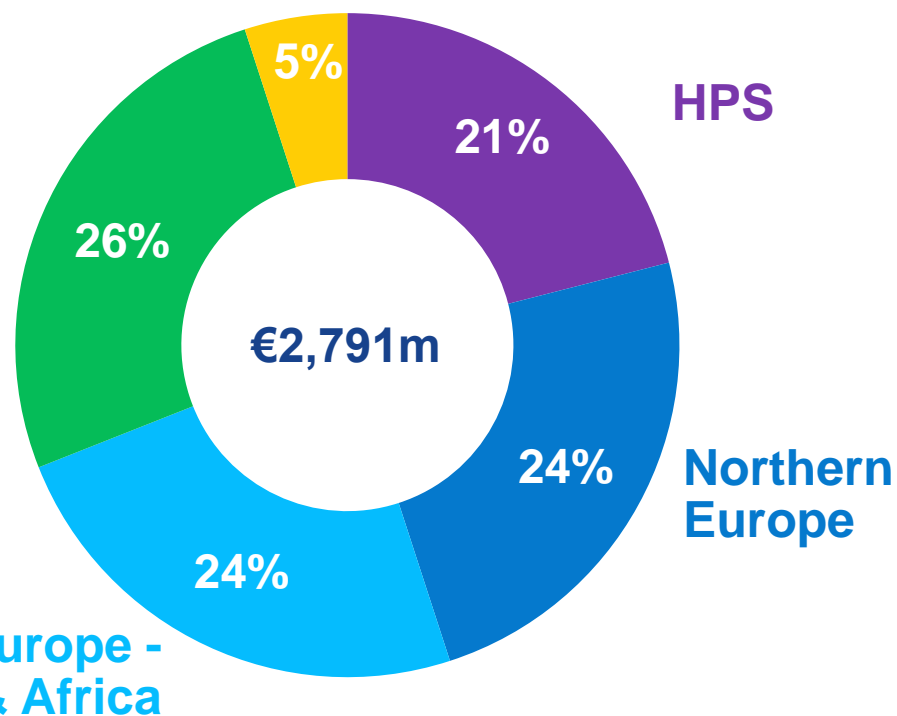
# OPERATING INCOME AND INDUSTRIAL ASSETS BY SEGMENT

H1 2022 Operating income

Industrial assets  
at June 30, 2022

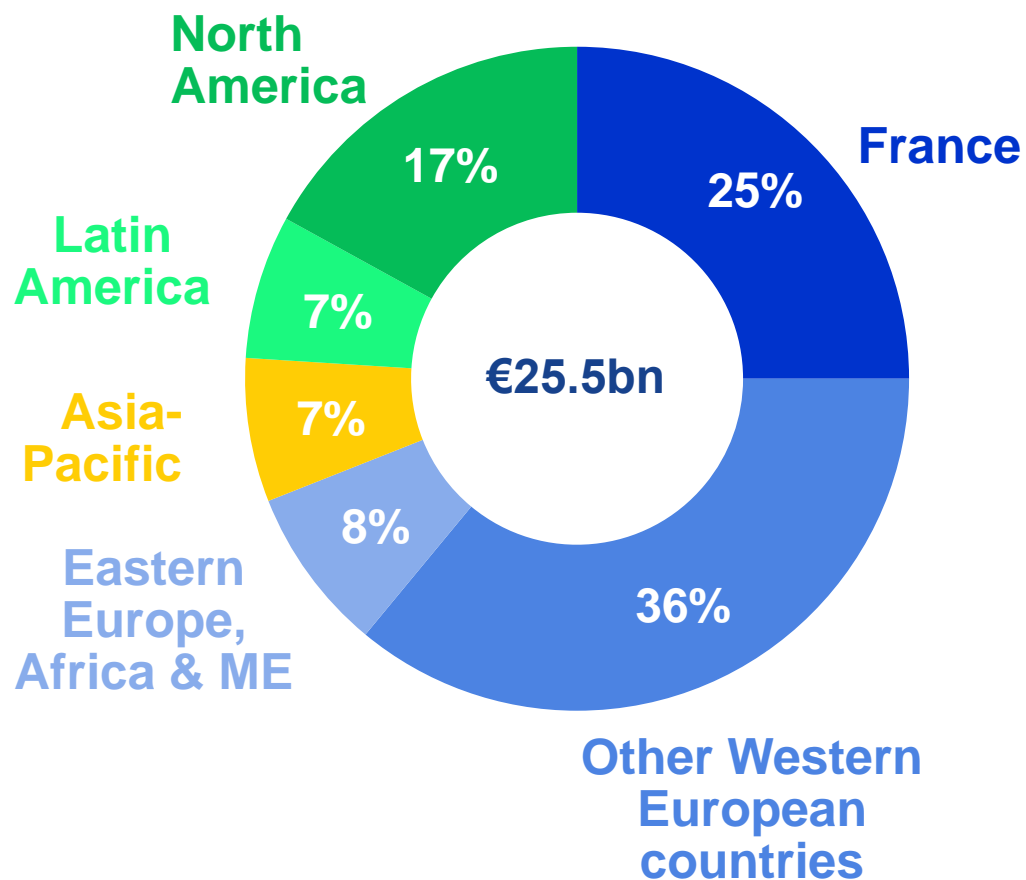
Asia-Pacific

Asia-Pacific

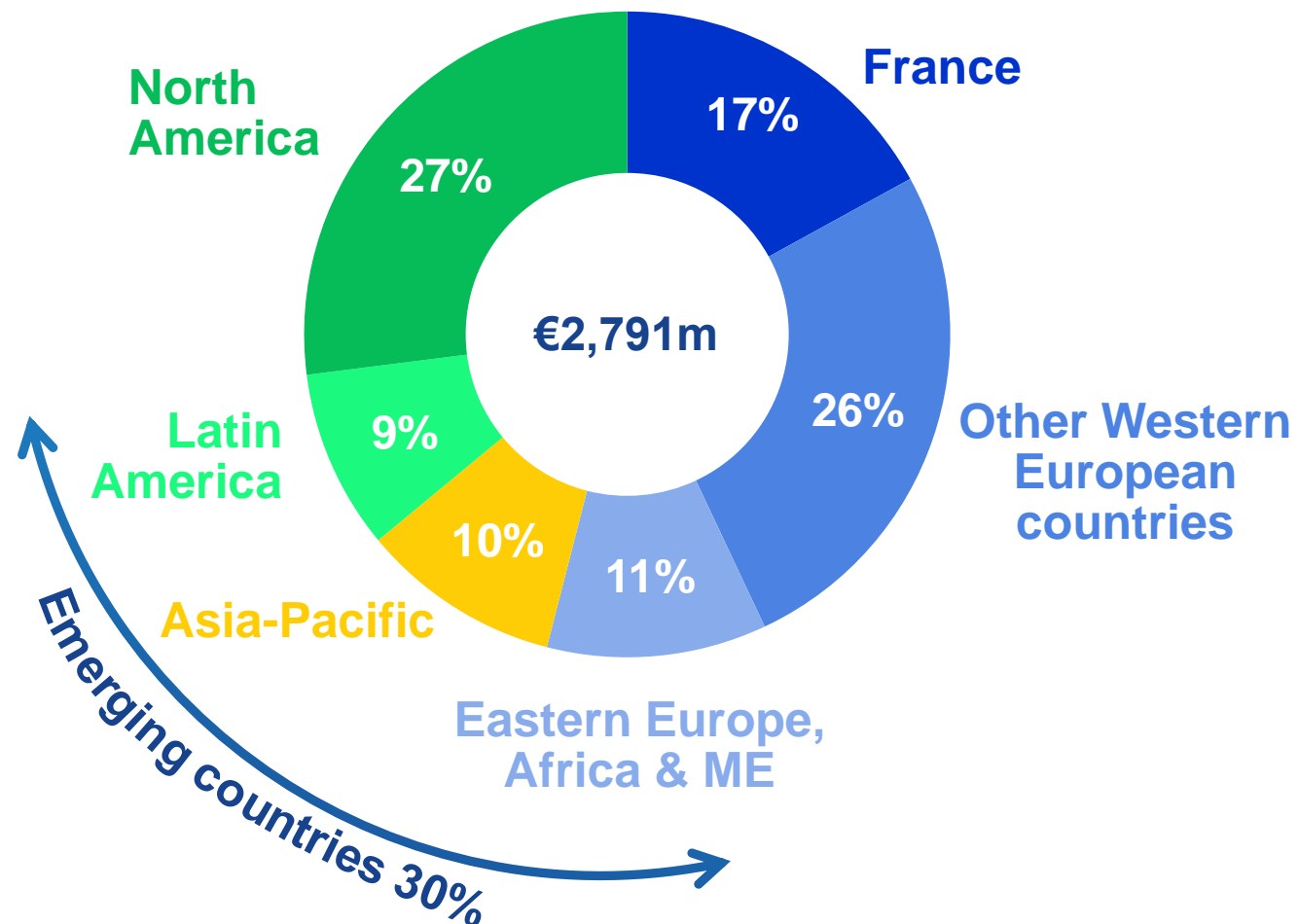


# GROUP SALES AND OPERATING INCOME BY GEOGRAPHIC AREA

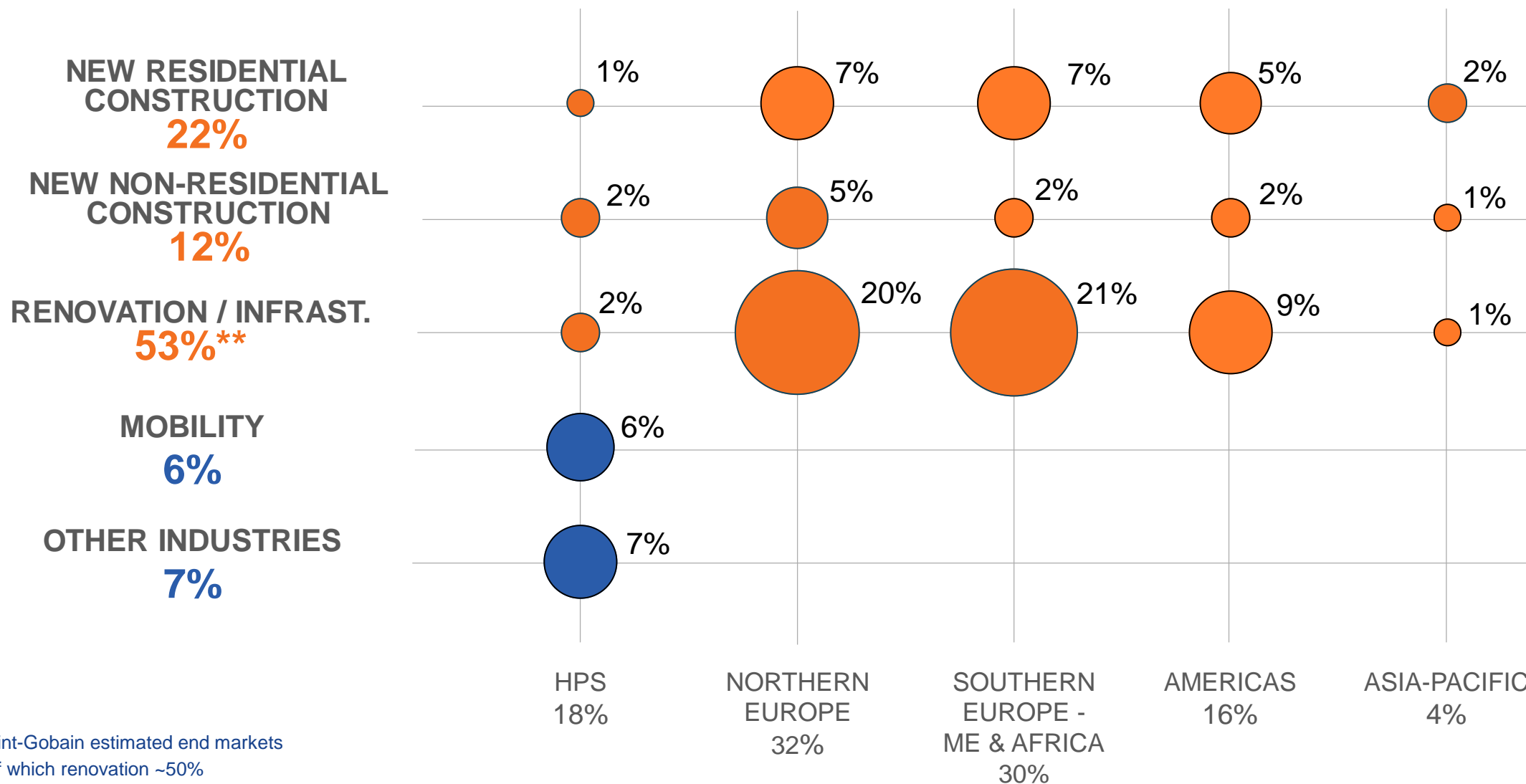
## H1 2022 Sales



## H1 2022 Operating income







\* Saint-Gobain estimated end markets

\*\* Of which renovation ~50%

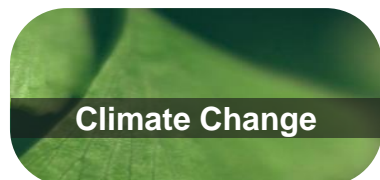
# 2021: OUR PROGRESS FOR A POSITIVE IMPACT

TARGETS

2021

TARGETS

2021



Climate Change

2030

**-33%**  
scope 1+2 vs. 2017



**-23%**  
(10.3 MtCO<sub>2</sub>)



Circular economy

2030

**-80%** non recovered  
waste vs. 2017



**-24%**  
(0.459 Mt)



Health & Safety

2030

**1.5** TRAR



Safety (\*): **1.9**



Engagement & diversity

Yearly

**Employee engagement rate**  
over benchmark >80%



**83% vs. 74%**



Inclusive Growth

2025

**100%** countries help  
local communities



**67%**



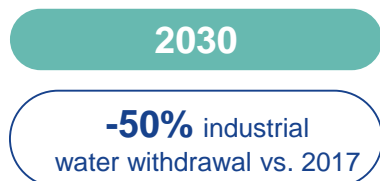
Business Ethics

Yearly

**100%** managers trained  
in ethics in 1<sup>st</sup> year



**95%** ethics  
**95%** corruption  
**93%** competition law

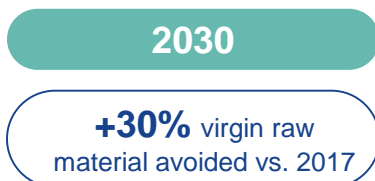


2030

**-50%** industrial  
water withdrawal vs. 2017



**-14%**  
(48.1 M of m<sup>3</sup>)

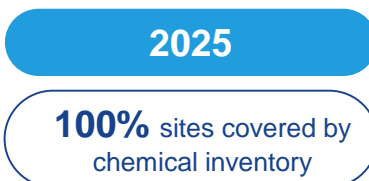


2030

**+30%** virgin raw  
material avoided vs. 2017



**+1%**  
(9.952 Mt virgin raw mat. avoided)



2025

**100%** sites covered by  
chemical inventory



**66%**



2025

**30%** women  
managers



**26.3%**



2023

**100%** CARE  
program coverage



**88%**  
of employees covered



2025

**100%** responsible timber  
purchases



**93.4%**

**72% of sales with sustainable solutions – 1,300 million t CO<sub>2</sub> avoided during their lifespan**

\*TRAR = (Number of declared accidents x 1 000000) / (Number of hours worked). Declared accidents = fatal acc. + lost-time accidents + non-lost-time accidents. Perimeter : employees + temporary workers + permanent contractorst

# SOLUTIONS FOR GROWTH: SINGLE-FAMILY HOME RENOVATION

## Building Envelope



1 PLANITHERM STADIP & PLANITHERM ONE



2 ETICS WEBERTHERM



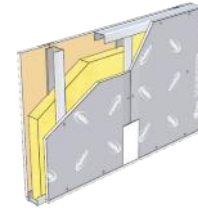
3 INTEGRA VARIO, COMBLISSIMO IBR400



4 FLEX 55



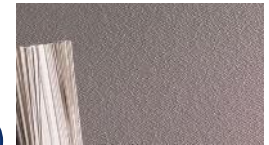
## Interior solutions



5 HABITO®



6 SCREED

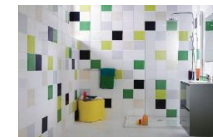


7 NOVELIO

## Distribution services



## Distribution



TILING



ALTECH ALTERNA



# SOLUTIONS FOR GROWTH: MULTI-FAMILY HOME

## Building Envelope



**ISOVER**  
SAINT-GOBAIN

1

LIGHT FAÇADES F4  
TF36 / ISOCOMPACT  
OPTIMA GR32/30

**weber**  
SAINT-GOBAIN



2

ETICS WEBERTHERM  
LR/LV/wood/cork

**SAINT-GOBAIN**



3

CLADDING LITEPOINT  
GLASS ECLAZ ONE



## Services

SERVICES: RECYCLING  
PLACO, WEBERCOLLECT, ISOVER, GLASS

**SolarGard**  
SAINT-GOBAIN



4

GRAFFITIGARD

## Distribution

**Placo**  
SAINT-GOBAIN



5

WOOD FLOORING

## Interior solutions



**Placo**  
SAINT-GOBAIN

6

C STIL HABITO®  
DUOTECH COB

**Isonat**



7

PARTITION

**CEDEO**  
SANITAIRE | CHAUFFAGE | CLIMATISATION

8



TEMPERLY  
ALTECH  
ALTERNA

# SOLUTIONS FOR GROWTH: SINGLE-FAMILY HOME NEW BUILD

## Building Envelope



1

Glass ECLAZ  
CLIMAPLUS SUN

**SWISSPACER**

The edge of tomorrow.



2

SWISSPACER ULTIMATE.



3

CLAY



FACADE  
SOLUTIONS



## Other (distributed ventilation & electrical materials + piping)



4

HVAC



5

Electrical kit



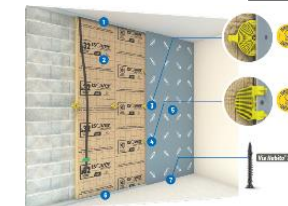
6

Well

Services

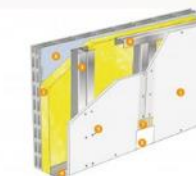


## Interior solutions



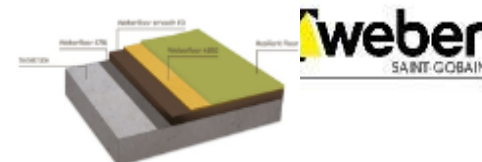
7

OPTIMAX HABITO(R) + GR30



8

PLACO(R) PHONIQUE + PARPHONIC  
FLEX 55



9

FLOORING SOLUTIONS



# SOLUTIONS FOR GROWTH: HOSPITAL

## Building Envelope



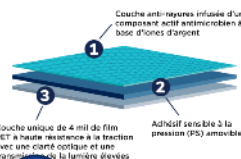
1 VETROFLAM & VETROGARD  
SUPERCONTRYX



2 OPTIMA GR32/30  
FACADE F4  
ISOFACADE 32/30



3 LITE POINT



4 BIOCOTE



5

MOBILITA

6

Other

PROTECTIVE GLAZING

7

CLIMAVER

Services

Recycling (Placo®, Isover, Glass), PlacoBIM, LEAN

## Interior solutions



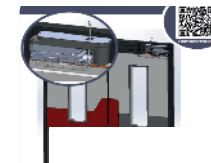
8 DUOTECH, XRAY  
GLASROC  
H OCEAN, FV500



10 NOVELIO



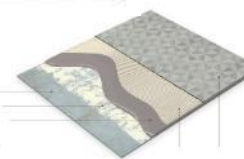
9 ACOUSTIC  
CEILING



11 MOTORIZED  
PIVOTING DOOR



12 WEBERFLOOR  
WEBERSYS ACOUSTIC



WEBERBOND